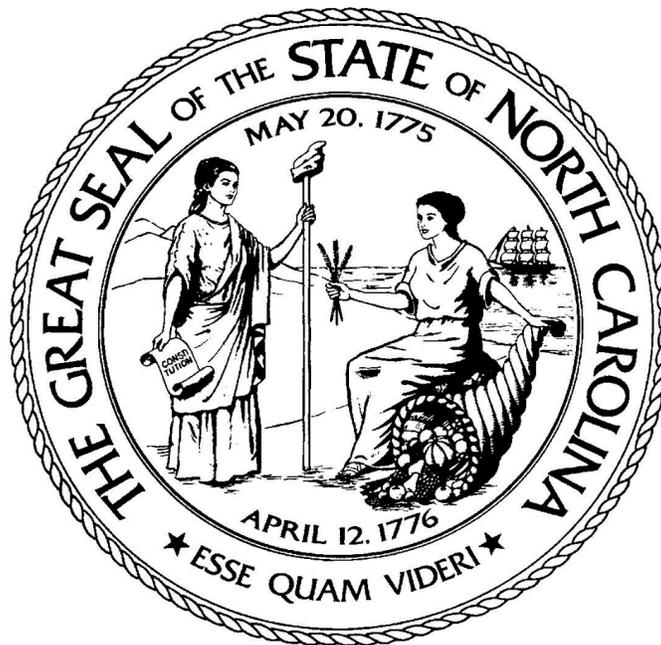


**North Carolina
Department of Administration**

**STRATEGIC
&
INFORMATION TECHNOLOGY
PLANS**

FY 2021-2023



Governor Roy Cooper, State of North Carolina

Secretary Pamela Cashwell

North Carolina Department of Administration

This page left blank intentionally



STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION

ROY COOPER
GOVERNOR

PAMELA B. CASHWELL
SECRETARY

Message from the Secretary

The North Carolina Department of Administration's mission is to provide high-quality services effectively, efficiently, and economically for our customers who are the citizens, agencies, and communities of our state. As you will see in the Highlights and Opportunities section of this plan, the Department has remained committed to this mission through creative and innovative initiatives. From creating 100% online processes in State Construction and instructional video in Non-Public Education to sourcing, purchasing, storing and delivering PPE to State agencies, universities and community colleges, the Department remained steadfast in serving our customers throughout the events of the past two years. The COVID-19 pandemic threw unprecedented challenges at State government. But the Department of Administration, through its dedicated staff, stepped up to the challenges, thought outside the box, and collaborated within Divisions, as well as with other State agencies and community partners to continue providing services, support, and advocacy to the State of North Carolina.

With the goals and initiatives in this plan, we will continue to improve the work we started and improve the processes we have created. I look forward to fulfilling the goals of this plan and I am proud of what we have already accomplished.

Sincerely,

A handwritten signature in black ink that reads "Pamela B. Cashwell".

Pamela B. Cashwell

Mailing Address:
NC DEPARTMENT OF ADMINISTRATION
1301 MAIL SERVICE CENTER
RALEIGH, NC 27699-1301

Telephone: (984) 236-0000
Fax: (919) 716-0604
COURIER #51-01-00
Email: [Website: www.ncadmin.nc.gov](http://www.ncadmin.nc.gov)

Location:
116 WEST JONES STREET
RALEIGH, NORTH CAROLINA

Contents

1. Strategic Plan Executive Summary	4
2. Mission, Vision, Values, and Imperatives	6
3. Goals, Objectives, Strategies and Initiatives and Performance Measures or Milestones	7
4. Information Technology Quick Reference Guide.....	15
5. Highlights and Opportunities	16

2021-2023 Strategic Plan Executive Summary

Department Overview

The North Carolina Department of Administration was created in 1957 and re-established by the Executive Organization Act of 1971 to bring more efficient and effective management to state government. Prior to the Act's enactment, more than 300 agencies reported directly to the Governor.

The Department of Administration acts as the “business manager” for state government, overseeing government operations such as building construction, purchasing and contracting for goods and services, managing state vehicles, acquiring and disposing of real property, and operating auxiliary services such as courier mail and sale of state and federal surplus property. Additionally, the department provides facility services and advocacy programs. Facility services include the maintenance of state-owned buildings and grounds. The department's advocacy programs provide advocacy, assistance and services to diverse segments of the state's population that have been traditionally underserved. In addition to its roles as a service provider to other state agencies, the Department of Administration provides staff support to several councils and commissions which advocate for the special needs of North Carolina's citizens. These include: the Commission of Indian Affairs, Commission on Inclusion, State Building Commission, Domestic Violence Commission, MLK Jr. Commission, the Council for Women Advisory Board, Youth Advisory Council, Internship Council, the Governor's Advisory Council for Historically Underutilized Businesses and the Andrea Harris Task Force.

The Department of Administration's mission is to provide high-quality services effectively, efficiently, and economically for our customers who are the residents, agencies and communities of our state.

Strategic Planning Process

To move the Department of Administration toward its vision of “**Excellence in all we do: People, processes and systems**” and the desired culture of valuing our employees and promoting transparency, the Department has operated under the **strategic imperatives** that align with many of the strategic priorities of Governor Roy Cooper.

The Imperatives are:

- Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.
- Provide superior customer service.
- Create a culture of trust through enhanced employee engagement, openness and inclusiveness.

To further support the vision, shape the culture, and enable DOA to achieve its goals, the Department operates under nine core organizational values.

Goals, Objectives, Strategies & Measurement Tactic Development

In 2019, the Department utilized Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, Strengths, Opportunities, Aspirations, & Results (SOAR) Appreciative Inquiry Analysis, and other strategic planning tools to develop strategic plans for each Division.

The Department Executive Management Team participated in a SOAR Analysis during the strategic planning session. The purpose of this session was to review the division plans, and to collectively prioritize goals, objectives, and performance measures under each of the three Imperatives to be included in the DOA Strategic Plan.

Upon completion of the 2019-2021 Strategic Planning process, the Department created a Microsoft Sharepoint Dashboard which allowed for the monitoring and tracking of goals/objectives for each Division to be reported during Quarterly Leadership Meetings.

In 2021, the Department operated with an Interim Secretary for most of the first quarter. During that time, Divisions were asked to update their goals and progress in accomplishing their objectives. Given the status of the planning process upon Secretary Cashwell's appointment, she adopted the goals and objectives in place.

Mission, Vision, Values, and Imperatives

Mission

The North Carolina Department of Administration shall provide high quality services effectively, efficiently, and economically for our customers who are the citizens, agencies and communities of our state.

Vision

Excellence in all we do: People, processes and systems.

Values

Quality

Customer Service

Excellence

Integrity

Safety & Health

Accountability

Continuous Improvement & Development

Innovation & Creativity

Diversity & Inclusion

DOA Imperatives

Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.

Provide superior customer service.

Create a culture of trust through enhanced employee engagement, openness and inclusiveness.

Goals Objectives & Performance Measures

Imperative 1: Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.	
Goal/Objective 1A.	<i>Identify and implement Key Performance Indicators (KPI) for each division that demonstrate each division's performance and have a meaningful impact on their expected outcomes.</i>
Performance Measure or Milestones: -KPIs will be reviewed at quarterly leadership meetings through the end of fiscal year 2023. -Annual Reports due each January.	Strategies/Initiatives
	All divisions will monitor and maintain their performance indicator dashboard.
	Enhance reporting processes by having each Division provide a brief bi-annual report that reflects the progress of their strategic plan.
Goal/Objective 1B.	<i>Improve efficiency and/or effectiveness in all Divisions for at least two processes.</i>
Performance Measure or Milestones: - A minimum of 20 % improvement for each process by end of 2023. -Managed print service option to be determined based on available funding. -Review status of process changes at quarterly leadership meetings. -Increase the number of Internal Audits.	Strategies/Initiatives:
	Evaluate timelines on all processes within the Department and work toward eliminating excessive steps.
	Reduce paper costs by streamlining internal processes and explore print management services options.
	Create and/or improve electronic processes that allow divisions to operate more efficiently with the public, reducing processing timeframes and increasing efficiency.
	DIT and SPO will work to increase wireless service accessibility to the entire DOA building and in state owned or leased buildings across the state were applicable and/or requested.
As requested in Governor's budget, Internal Auditor will add one (1) additional Internal Auditor to help meet minimum recommended levels and will improve efficiency, effectiveness, and compliance for the Department.	

	As requested in Governor’s budget, DOA will add one (1) Advanced Analytics and Data Interpretation position to help build capacity across state government to manage resources and programs more effectively to inform evidence-based, data-driven decision-making for agency budgets and programs.
	As requested in Governor’s budget, Commission on Indian Affairs Funds will add one (1) Deputy Director position who will ensure efficient planning, oversight, reporting, and execution of the seven diverse and complex receipt-supported programs and help staff the Commission of Indian Affairs and its 11 subcommittees.
Goal/Objective 1C.	<i>Create and/or enhance current policies and procedures for each division to ensure consistency in the quality of output, ensure the transfer of knowledge and reduce miscommunications which could result in risks during periods of personnel changes.</i>
Performance Measure or Milestones: -Assessment of policies and procedures completed by December 2022. -Technical writing training beginning June 2022. - Review schedule established within each Division by December 2023.	Strategies/Initiatives:
	Assess current policies and procedures and the need to create new ones within each Division.
	Consult with Legal, Internal Auditor, Policy and Division Directors to identify policy needs, create and/or update internal policies.
	Develop a Departmental policy and plan for adopting and reviewing all Departmental policies.
	Provide technical writing skills training for all policy developers and reviewers.
	Create and/or update all processes and procedures critical to business continuity, operational effectiveness and efficiency.
	Establish a review schedule for policies and procedures updates and /or revisions to ensure agency wide compliance.
Goal/Objective 1D.	<i>Ensure a safe working environment by promoting safety practices within all divisions.</i>
Performance Measure or Milestones: -Review of safety trends on-going through end of FY 2023. -5% reduction in safety incidences by end of FY 2023.	Strategies/Initiatives:
	Review current and past workers’ safety incidences to determine safety trends.
	Identify specific unique safety needs of each division and implement appropriate actions where needed.
	Review existing safety policies, create and/or update policies, including reporting incidents by end of 2022.
	Conduct ergonomic needs assessment and create an implementation plan.

<p>-Ergonomic plan by end of 2021.</p> <p>-SSP security system on-going through end of FY2023.</p>	<p>State Surplus Property (SSP) will improve their security system.</p>
<p>Goal/Objective 1E.</p>	<p><i>Review, create and/or improve tracking systems to ensure that processes are conducted in an effective and efficient manner.</i></p>
<p>Performance Measure or Milestones:</p> <p>-SPO tracking system launched by July 2021 provided available funding.</p> <p>-SPO database and utility management system on-going through end of FY 2023.</p> <p>- HUB tracking systems on-going through end of FY 2023.</p> <p>-FM Energy Management /Utility Tracking software by end of 2023; provided available funds.</p> <p>-Improve the experience for contract vendors.</p>	<p style="text-align: center;">Strategies/Initiatives:</p> <p>State Property Office (SPO) will create a tracking system to ensure responses to request for property acquisition and dispositions within 24 hours and track percentage of property and leases submitted to Council of State within 180 days of request from the agency.</p> <p>SPO will acquire a geospatial database for the management of state-owned and leased property. The State Property Office will maintain and operate this database.</p> <p>SPO will acquire utility management systems for state agencies, in cooperation with the DIT, to reduce utility costs through more efficient utility bill management, better utility consumption tracking and analysis, and targeted efficiency measures.</p> <p>Historically Underutilized Businesses (HUB) will track numbers of certification requests, applications certified as HUB firms, and applications denied year-to-date.</p> <p>HUB will track the number of projects finalized in Construction Reporting Systems and quarterly purchasing reports received from reporting.</p> <p>Facilities Management will acquire a new Energy Management/Utility Tracking software to provide more accurate and higher quality energy consumption data, better support the DOA Energy Management Plan and to target energy reduction projects.</p> <p>As requested in Governor’s budget, Purchase & Contract (P&C) will continue to implement the Supplier Lifecycle and Performance module, which will interface with the new Vendor Portal and allow the Department to capture vendor qualifications, facilitating a better awards process.</p>
<p>Goal/Objective 1F.</p>	<p><i>Increase agency and vendor performance by streamlining processes and utilizing technology solutions.</i></p>
<p>Performance Measure or Milestones:</p> <p>-MFM will allow telematics access to the agency vehicle by end of 2021.</p>	<p style="text-align: center;">Strategies/Initiatives:</p> <p>Motor Fleet Management (MFM) will allow telematics access to the agency vehicle coordinators in efforts of reducing accidents and increasing safety awareness and providing driver scorecards.</p> <p>As requested in Governor’s budget, MFM will increase the number charging infrastructure for zero-emission vehicles owned or used by state agencies and for temporary or contract staff to work with state agencies to support their transition to zero-emission vehicles.</p>

<p>-Increase charging infrastructure by - 100% through end of FY 2023.</p>	<p>Commission of Indian Affairs (CIA) will increase the use of mobile devices in Section 8 Housing programs to decrease duplicative data entry and increase turnaround time for landlords and tenants.</p>
<p>-CIA decrease duplication data entry by 100%.</p>	<p>Historically Underutilized Businesses (HUB) will continue in collaboration with the Office of State Budget Management (OSBM) conduct Lean Six Sigma reviews of certification and supplier diversity processes to identify duplications and areas of greater efficiency.</p>
<p>-HUB Lean Six Sigma results and process changes through end of FY 2023.</p>	<p>HUB will add additional positions to support the Small Business Enterprise Program and implementation of the Disparity Study recommendations.</p>
<p>-HUB positions beginning FY 2021; implementation of recommendations on-going through end of FY 2023.</p>	<p>HUB will provide additional program operations to implement additional recommendations from the Disparity Study and to address the disproportionate impact of COVID-19 on communities of color.</p>
<p>-SPO system implementation by end of 2021, and fully populated by end of FY 2023 provided funding.</p>	<p>As requested in Governor’s budget, HUB will add one (1) Technical Support Position to conduct analyses of contracting practices and provide technical support to agencies to help state agencies increase the participation of minority contractors in construction, goods, and professional services awards.</p>
<p>-SPO positions beginning FY 2021; database on-going through end of FY 2023.</p>	<p>State Property Office (SPO) will automate processes (i.e. submissions of Purchase Orders) and then submissions of updates to the database.</p>
<p>-SPO positions beginning FY 2021; database on-going through end of FY 2023.</p>	<p>SPO will ensure responses to requests for property acquisition and disposition within 24 hours. Submit lease transactions to Council of State withing 60 days of receiving required data from the requesting agency.</p>
<p>-CFW/YI technology expansion project completed by October 2023.</p>	<p>As requested in Governor’s budget, SPO will add additional Engineering Technician positions to develop, maintain, and provide analysis of a database of all land and buildings owned or leased by the state, as required by G.S. 143-341, which will facilitate better decision-making related to the state’s real property.</p>
<p>-P&C Financial Backbone Interface project complete by end of FY2022; consolidation & replacement of IPS & vendor portal on-going through end of FY 2023; transition of e-business suite through end of FY 2023.</p>	<p>As requested in Governor’s budget, SPO will acquire a geo-special database for the management of state-owned and leased property.</p>
<p>-P&C Financial Backbone Interface project complete by end of FY2022; consolidation & replacement of IPS & vendor portal on-going through end of FY 2023; transition of e-business suite through end of FY 2023.</p>	<p>Council for Women & Youth Involvement (CFW/YI) will expand the use of technology across the division by creating online applications and evaluations for programs, providing technology improvement to CFW regional offices, expand training opportunities for DV/SA programs, and integrate additional technology solutions for grant management oversight.</p>
<p>-P&C Financial Backbone Interface project complete by end of FY2022; consolidation & replacement of IPS & vendor portal on-going through end of FY 2023; transition of e-business suite through end of FY 2023.</p>	<p>As requested in Governor’s budget, Purchase & Contract (P&C) will continue to design, develop, test, and implement the interface between eProcurement and the new Financial Backbone Replacement system.</p>
<p>-P&C Financial Backbone Interface project complete by end of FY2022; consolidation & replacement of IPS & vendor portal on-going through end of FY 2023; transition of e-business suite through end of FY 2023.</p>	<p>As requested in Governor’s budget, P&C will continue with the consolidation and replacement of the Interactive Purchasing System and electronic Vendor Portal with a software as a system solution for vendor registration and bid notifications.</p>

<p>-Improve billing and collection management by 2.5%.</p>	<p>As requested in Governor’s budget, P&C will continue with the transition of the e-business suite billing application and custom bill preparation applications which will help the department better manage the billing and collection of eProcurement fees and allow for cloud-based storage.</p>
<p>Goal/Objective 1G.</p>	<p><i>Conduct and/or continue risk assessments across all divisions.</i></p>
<p>Performance Measure or Milestones:</p> <p>-Division Risk Assessments annually – end of FY 2023.</p> <p>- IT security training, maintained at 95% participation by end of FY 2023.</p> <p>-IT risk assessment by end of FY 2022.</p>	<p>Strategies/Initiatives:</p>
	<p>Internal Auditor to continue risk assessment cycle with Division Directors and Subject Matter Experts (SMEs) to identify significant internal risks that have the potential to impede the Departmental objectives being met.</p>
	<p>Internal Auditor to issue a risk assessment rating, identifying risks that need immediate action and creating a plan for efficient and proper internal controls to reduce and/or eliminate risks within DOA.</p>
	<p>IT will provide security training.</p>
<p>Goal/Objectives 1H:</p>	<p><i>Improve and enhance program information across DOA communication channels.</i></p>
<p>Performance Measure or Milestones:</p> <p>-On-going through end of FY 2023.</p>	<p>Strategies/Initiatives:</p>
	<p>Public Information Office (PIO) will enhance and promote internal calendar of events, maintain an external public events calendar and post regular updates on social media daily.</p>
	<p>PIO will increase external awareness of DOA services and programs through education, engagement and media awareness opportunities and enhance internal and external websites by creating visual, easy-to-find radial/graphical information buttons for high-traffic website information searches.</p>
<p>All Divisions will perform a review of their website content and update to ensure current customer relevant information is clear and accessible.</p>	

Imperative 2: Provide superior customer service	
Goal/Objective 2A.	<i>Create a standardized customer service survey and other service feedback tools.</i>
Performance Measure or Milestones: -Divisions to develop a baseline for measurement and implementation of surveys during FY 2021-2023. -Identify areas of deficiency and plan of action by end of 2021.	Strategies/Initiatives:
	Divisions will identify primary contact points with customers to establish the most effective media in which to create customer service surveys.
	Divisions must conduct at minimum annual customer service survey(s) beginning in 2021.
	Divisions to identify areas of customer service deficiency and needed improvements and develop plan of action to appropriately address deficiencies.
Goal/Objective 2B.	<i>Achieve superior customer service ratings, including the following areas: Professionalism, Knowledge, and Responsiveness.</i>
Performance Measure or Milestones: 90% of Respondent's (internal and external) rate their experience superior on customer service surveys	Strategies/Initiatives:
	Track and ensure that all customer complaints are responded to within one business day of receipt.
	Explore usage of automated responses which acknowledge receipt of complaints and a way to track the customer's concerns.
	Make customer service training available to all employees within DOA.
Goal/Objective 2C.	<i>Identify gaps in services and create opportunities to bridge the gap to more effectively provide superior customer service to all customers.</i>
Performance Measure or Milestones: -All Division on-going through end of FY 2023. -P&C will hire consultant beginning FY 2021. -P&C to implement Professional Associates Program beginning FY 2021 and on-going through end of FY 2023.	Strategies/Initiatives:
	Divisions will continue to assess the need for bilingual forms and implement as necessary.
	Purchase & Contract (P&C) will continue to implement procurement association training programs.
	As requested in Governor's budget, P&C will contract an educational/learning consultant to assist with the redesign and redeployment of the State's procurement training program which will provide a foundation for employees to develop or enhance overall technical skills paramount for quality procurement outcomes.
	As requested in Governor's budget, P&C will implement a targeted Professional Associates Program, which will develop Procurement Specialists. Participants, who would be hired as contract employees, would complete a one-year procurement training program, and, upon successful completion, be qualified for a position as Procurement Specialist I within a state agency.

<p>-P&C positions beginning FY 2021.</p> <p>-Parking quality assurance on-going through end of FY 2023.</p> <p>-Increased grant dollars will enhance service to victims.</p> <p>- Capital projects will progress more expeditiously.</p> <p>-Enhance security around government facilities will be complete by end of FY 2022.</p> <p>-CIA continue addressing gaps on-going through FY 2023.</p>	<p>As requested in Governor’s budget, P&C will add additional Contract Monitoring and Accountability positions to increase accountability and oversight of state agency procurement enhancing agency compliance and proficiency, resulting in better customer service, more cost-effective procurements, and improved contract management.</p> <p>State Parking will continue to perform random quality assurance audits of Front Desk and Parking Attendant operations.</p> <p>Historically Underutilized Businesses (HUB) will continue to identify geographic areas without broadband access to host in-person certification workshops for HUB-eligible and HUB certified businesses.</p> <p>Council for Women & Youth Involvement (CFW/YI) will continue to partner and collaborate with other organizations to explore, develop assets and funding opportunities to expand language and transportation access for DV/SA victims.</p> <p>As requested in Governor’s budget, Council for Women will provide additional grants to eligible domestic violence agencies, the NC Coalition Against Domestic Violence, eligible sexual assault agencies and the NC Coalition Against Sexual Assault.</p> <p>As requested in Governor’s budget, DOA will add additional staff to manage capital projects within the downtown complex, and for agencies that have capital needs but no full-time position to support those needs.</p> <p>As requested in Governor’s budget, DOA will work with DPS, DOR, and AOC to enhance the security around government facilities, improve the safety and security for Department of Revenue offices and its employees, and upgrade the security for North Carolina Supreme Court.</p> <p>Commission on Indian Affairs (CIA) will continue to identify and address service gaps for American Indian women impacted by domestic and sexual violence by developing training and guidance for existing programs to deliver culturally appropriate services.</p>
<p>Goal/Objective 2D.</p>	<p><i>Provide superior support to all Commissions within DOA by improving knowledge and consistency in the management of Commissions.</i></p>
<p>Performance Measure or Milestones:</p> <p>-Improved policy, planning and implementation outcomes.</p>	<p>Strategies/Initiatives:</p> <p>Consider shared services for administrative tasks. Cross train administrative support staff about Commission duties.</p> <p>Provide timely, accurate and transparent administrative services to the Commissions.</p> <p>Encourage collaboration with other Commissions to further the missions of multiple agencies and avoid duplication of efforts.</p>

Imperative 3: Create a culture of trust through enhanced employee engagement, openness and inclusiveness	
Goal/Objective 3A.	<i>Each manager will ensure professional development plans that allow up to eight (8) hours of individual employee training/education opportunities outside of professional certification requirements. These plans should address capability gaps and focus on workforce development across DOA.</i>
Performance Measure or Milestones: -A more professionally trained workforce by 2023.	Strategies/Initiatives:
	Identify professional development needs and set goals toward improving the professional development.
	Increase awareness of training opportunities available within DOA (including LMS) and other state agencies.
	Utilize employee skills to create in-house training and utilizing existing resources.
	Expand skill development opportunities through IT technology solutions (i.e. Pluralsight, etc.).
Goal/Objective 3B.	<i>Implement actions and/or policies where the objectives are talent acquisition and retention, knowledge management and inclusiveness.</i>
Performance Measure or Milestones: On-going through end of 2023.	Strategies/Initiatives:
	Publish all job postings (or link to external job posting sites) to social media sites.
	Identify standing mentorship leadership opportunities across staff.
	All divisions will assess the need for cross-training team members and implement a plan or continue to cross-train to strengthen team skills and back-up coverage.
	Management to identify targeted actions within each division that ensure a diverse workforce and an inclusive environment.
Goal/Objective 3C.	<i>Continue with sponsoring and/or supporting employee engagement efforts to increase engagement, openness, and inclusiveness.</i>
Performance Measure or Milestones: On-going through end of FY 2023.	Strategies/Initiatives:
	Support and encourage involvement in Employee Engagement Council activities.
	Ensure all divisions are represented on the Employee Engagement Council.
	Create and support a cultural competency plan and training for all employees.
	Assess, create and support employee resource groups (i.e. Veterans' Group, Women's leadership, LBGTQ, etc.)

DEPARTMENT OF ADMINISTRATION INFORMATION TECHNOLOGY QUICK REFERENCE GUIDE

Goal/Objective 4A.	<i>Assess IT systems to reduce critical and high vulnerability to security risks; develop and implement a plan to address prioritized security risks.</i>
Performance Measure or Milestones: Reduce security risk.	Strategies/Initiatives:
	Provide security training, maintained at 95% participation by end of year.
	Add 3 full time employees to security staff for DOA to mitigate the findings in the Risk and Security Assessment.
	Increase full time employee count supporting State Construction Office, Interscope system is supported by a single employee and presents a significant risk to SCO.
Goal/Objective 4B.	<i>Identify technology solutions that enable the strategic imperatives and ensure legislative compliance; prioritize work across divisions and take actions, as appropriate.</i>
Performance Measure or Milestones: Complete by end of FY 2023	Strategies/Initiatives:
	Update the Motor Fleet Management System to meet new business requirements and increase efficiency by reducing redundancy, streamlining operations, allowing better identification, reducing travel expenses, increase technician productivity, reduce billing errors, create flexible reporting and improve vendor management.
	Implement a Grants Management System which would increase the efficiency of the grants process, reduce paper generation and manual processing and automate the workflow process.
	Implement Managed Print Services to reduce the waste supplies of multiple outdated individual printers, update outdated equipment, which is beyond technical support life, and increase the security to the systems.
	Upgrade the existing parking system which is at the end of its technical support and in which replacement parts are no longer available.
	Create a DOA Ticket Management system which will centralize requests from citizens and businesses, route these requests to the proper division and track the status and/or response to ensure that requests are received and responded to in a timely manner.
Goal/Objectives 4C.	<i>Create Customer Service Surveys across all divisions using multiple media sources which allow customers to provide feedback.</i>
Performance Measure or Milestones: Complete by end of end of FY 2023	Strategies/Initiatives:
	IT will use a Microsoft Forms application or other software to assist with the creation of customer service surveys for all divisions.

Department of Administration's Highlights and Opportunities

Agency Highlights and Best Practices

During the 2019-2021 strategic planning process, the Department of Administration (“DOA”) established three strategic imperatives which supported the Department’s vision of “Excellence in all we do: People, processes, and systems” and cultivated the desired culture to align with many of the strategic priorities of the Governor.

The Department’s highlights and best practices align with our Strategic Imperatives.

Imperative 1: Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.

- Launched new computerized maintenance management software (AssetWorks).
- Facility Management completely integrated timekeeping, labor tracking, materials management, purchasing, contracts, invoicing, and accounting processes. Technicians now work primarily from a mobile app for quick and easy access to daily assignments, requests and record material usage, and to submit/view related documents such as photos and manuals.
- Implemented the use of NC Bids to be able to receive digital bids in the formal bid process.
- DOA divisions worked collaboratively to video or photograph sites, equipment, or location of a project proposal for potential bidders to access either on Department YouTube site or attached to solicitation documents. The Purchasing Officer held mandatory conference calls over Microsoft Teams.
- Established a web-based Pitney Bowes SendPro system which allows an agency outside of Raleigh to process First Class Mail from their location without leasing a postage meter and allows Mail Service Center the ability to recover the processing fee for this service.
- Integrated the New Courier Setup Request and Add or Update Barcode forms to allow agencies to complete and submit requests to Mail Service Center electronically through SharePoint.
- Automated the odometer reading to pull directly from installed telematic devices eliminating paper mileage logs and manual odometer entry for 7,500 vehicles each month.

- Installed two Phase 2 Zero Emissions Vehicle (“ZEV”) chargers and four Phase 1 ZEV chargers at the Motor Fleet Management facility.
- Updated and digitalized the Notice of Intent form to improve data collection regarding choice for home schooling and reduce paper usage.
- Developed a virtual monitoring and record review protocol for home and private schools.
- Created a more streamlined Historically Underutilized Businesses certification process, established the NC Small Business Enterprise program and enrolled more than 1,300 firms.
- Distributed over \$13 million in grants to 688 certified small Historically Underutilized Businesses or Disadvantaged Business Enterprise firms.
- Upgraded Purchase and Contract’s e-Procurement system from an on-premise application to cloud-based application to expand functionality to users, minimize impact on agency and vendor stakeholders, and develop and implement a Legacy Data Retention Plan.
- Converted reviews and approval of construction projects to a 100% electronic format.
- Improved State Construction Office’s project tracker software (Interscope) to provide reporting, in real-time, Historically Underutilized Business participation, construction and design contracts.

Imperative 2: Provide superior customer service.

- Launched language translation services on Department/NC.Gov websites.
- Assisted with the hiring of 25+ American Indians by NC Department of Health and Human Services to conduct contact tracing in or near American Indian communities increasing the amount of participation and data collected within this marginalized population.
- Administered grants to domestic violence and sexual assault providers statewide, servicing all 100 counties.
- Launched first virtual State of NC Internship Program with 44 student participants.

- Expanded funding for the Leading, Empowering, Advising and Developing (“LEAD”) program, providing mentoring/life skills and career counseling to 50% more at risk youth living in Person and Vance counties.
- Hosted the first statewide virtual Minority Enterprise Development week celebration with 345 attendees, recognizing and celebrating the achievements and impacts of minority entrepreneurs across the State.
- Conducted 14 virtual Historically Underutilized Business Vendor Orientations trainings (600 attendees), 20 certification trainings (475 attendees), 36 outreach participations (670 attendees); 4 Town Hall meetings (792 registered), and 1 Meet the Purchaser event (77 attendees).
- Integrated Facility Management’s paper forms into a digital system cutting call center volume, eliminating manual data entry, and improving accuracy, turnaround times, and customer satisfaction.
- Collaborated with Charge Point and WEX fuel cards to allow state-owned zero emission vehicles (“ZEV”) to charge at over 790 Charge Point locations across North Carolina. Motor Fleet Management issued fuel cards to ZEV drivers and billing is processed through WEX.
- Instructional videos for submitting Notice of Intent forms were created by Non-Public Education to reduce errors with new school submissions.
- Re-introduced the North Carolina Contract Management certification program.

Imperative 3: Create a culture of trust through enhanced employee engagement, openness and inclusiveness.

- Facility Management provided cross training to staff in the areas of reception/flag sales, accounts payable, billed services, and work control.
- Provided essential workplace safety and culture trainings including Unconscious Bias Training, NC State Government’s Safe Practices for the Pandemic Worksite Training, and DOA Return to Work Acknowledgement compliance.

- Non-Public Education provided cross training to staff which allowed the Division to process the enormous increase in home school notices received (on average 285 per day) during enrollment, a 250% increase from the same time frame as previous years.

COVID-19 Initiatives

- Launched COVID-19 Crisis Communication Campaign and maintained a Department COVID-19 SharePoint Resource/Information page and daily health screening reminders.
- Distributed over 16,800 face coverings to American Indian organizations and Indian tribes across the State through donations received from US Department of Veteran’s Affairs and National American Indian Veteran Association.
- Commission on Indian Affairs Domestic Violence/Sexual Assault Prevention Program held a drive-thru event in the Haliwa-Saponi Tribal Community to distribute Personal Protective Equipment (“PPE”) and information brochures on the Department’s programs and services.
- Low Income Energy Assistance Program (“LIEAP”) Energy Education Events were cancelled due to COVID-19, therefore the Commission on Indian Affairs LIEAP Program staff reached out to over 2,900 families living in American Indian communities to inform them about the programs and services available, and to ensure they had PPE and COVID-19 related service information.
- Council for Women and Youth Involvement distributed approximately \$1 million to domestic violence and prevention programs through the CARES Act supplemental program, providing agencies resources for hotel, food, safety, and social distancing measures during COVID-19.
- Developed and implemented a consolidated PPE supply program to reduce the cost of PPE to agencies, universities, and community colleges and provide the necessary equipment for employees to perform their jobs safely and effectively. The Division of Purchase and Contract, Motor Fleet Management, and Mail Service Center partnered with NC Department of Health and Human Services, Emergency

Management, and the Office of State Budget and Management to source, purchase, store, and deliver PPE and safety items.

- State Property Office submitted two leases for approval by the Governor and Council of State for use by the Division of Emergency Management. These leases established an 80,000 square foot medical center in Hamlet for the shelter of non-acute overflow patients from other hospitals and a 116,900 square foot warehouse space in Mocksville for the storage of critical personal protective equipment.
- Federal Surplus Property team donated property valued at \$179,495.63 to various groups for COVID-19 response. Property included generators, mobile housing unit, refrigeration units, and soap dispensers.
- State Surplus Property approved the donations of 234 laptops from Department of Public Safety to Northampton County Schools; Edgecombe County Rescue Squad received from UNC-Asheville a C3 cleaning machine used to decontaminate ambulances after transporting patients with COVID-19; and 44 desktops and 144 laptops from Department of Information Technology to Department of Commerce, Division of Employment Security to assist with processing unemployment claim requests.

Potential Initiatives

- Awarded a Demonstration Grant to Strengthen the Response to Victims of Human Trafficking in Native Communities in the total amount of \$780,000 over fiscal years 2021 and 2022. This is one of five projects funded in the U.S. by the U.S. Office of Trafficking in Persons under the Administration for Children and Families.
- Phase II of the Disparity Study is under active development for Construction, Goods and Services, and Professional services. The Historically Underutilized Business office has weekly meetings with the Disparity Study consultants.

- Parking Access Revenue Control System demonstrations are complete, and the system is in its final stage of review.
- State Construction Office Interscope is being modified to include the tracking and reporting of construction projects affected by Executive Order 143, Addressing the Disproportionate Impact of COVID-19 on Communities of Color.
- State Property Office is continuing to develop a new Real Estate Information System.

Collaborative Opportunities

- Successfully coordinated the State's 2020 Census outreach strategy in partnership with the NC Complete Count Commission and OSBM.
- Partnered with the Department of Information Technology to reduce the Department's reliance on paper.
- The 25th Annual NC Indian Heritage Month Celebration was held in conjunction with the NC Museum of History. The Celebration was held virtually and hosted 18,135 participants representing 82 NC counties, 19 different states, and 2 foreign countries.
- Collaborated with NC Department of Health and Human Services to include American Indians on their work streams where plans were developed to address COVID-19 testing, data collection, contact tracing, clinical trials, PPE needs, etc.
- The first virtual Annual State Construction Conference was held in collaboration with NC State University.